

INTERNATIONAL CITY MANAGERS' ASSOCIATION
1313 EAST 60TH STREET - CHICAGO 37, ILLINOIS

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SELECTION OF DEPARTMENT HEADS

How does the chief administrator find good candidates for department head jobs and what methods can be used to select the best candidate?

Most council manager charters give the city manager the responsibility for enforcing state laws and city ordinances in the city, developing work programs for the annual budget, directing the work of individual departments, and controlling city expenditures. Since no manager can perform all of these duties himself but must rely on trusted assistants to oversee actual operations, these same charters ordinarily make him responsible for appointment and removal of the personnel necessary to furnish adequate assistance.

Ability to select the right department heads to fill vacancies is highly important. The various departments of a city are so closely related that one weak department head can significantly retard the effectiveness of the entire city government. Opportunities to appoint department heads may occur infrequently, but no matter how seldom they occur, mistakes in selection are always costly in human values as well as money. Success in choosing subordinates may even decide a manager's own survival on the job. This emphasizes the importance of good original selection.

To obtain information on how city managers locate, test, and finally select department heads, MIS sent questionnaires to 18 city managers known to have appointed recently one or more department heads. Fifteen of these managers replied and their answers are included in this report: Tucson, Ariz.; Monrovia, Modesto, Monterey, and Palm Springs, Calif.; Pensacola, Fla.; Winnetka and Woodstock, Ill.; Grosse Pointe Park, Mich.; Hamilton, Ohio; Rapid City, S. D.; Danville, Va.; Vancouver, Wash.; and Shorewood and Two Rivers, Wis.

These 15 managers have appointed a total of 51 department heads in their present cities--an average of 1.1 department heads per year of manager service in the city. Twenty-seven of these 51 men are in the public works or engineering field: nine public works directors, five city engineers, four utility superintendents, two building inspectors, an electrical inspector, a sewage treatment supervisor, a street superintendent, a public service director, a traffic commissioner, an air pollution director, and a park superintendent. Seven of the department heads are in the finance field, five are police chiefs, three health officers, two personnel directors, three planning directors, one librarian, and one an urban redevelopment director. Twenty-four of the 51 men were not residents of the city at the time of their appointment.

Subsequent sections of this report summarize the methods used by these 15 managers in determining qualifications for the job, setting the salary, recruiting candidates, selecting the best qualified applicant, and making the appointment. While non-managers cities are referred to exclusively, the methods suggested apply equally to other cities.

Determining Qualifications For The Job. The first practical steps in the selection of a new department head are to make a thorough list of the duties of the position and to determine the qualifications an individual will need to perform the duties capably. This will provide a yardstick against which to measure the qualifications of each applicant. If the city has a personnel officer, it will logically be his duty to prepare the job specification; but in any case the city manager ought to consider the job personally, in consultation with the personnel officer, the outgoing department head if possible, and others well acquainted with the job requirements - unless he already has a thorough firsthand knowledge of it. Department head positions are as well-suited to written descriptions and definite qualifications as are other jobs. Difficulties in writing them suggest that the duties and responsibilities are not clear.

An analysis of replies from 15 city managers shows unanimous agreement on four primary qualifications for any department head position:

1. Competence in the field--specialized training, progressively responsible experience and demonstrated technical ability.
2. Administrative ability--ability to plan, organize, and direct the work of others; some knowledge of budgeting, personnel, and work programming; a high standard of professional ethics.
3. Public relations--speaking and writing ability, sensitivity, and ability to deal considerately and firmly with the public.
4. Knowledge of municipal government--experience in working for a city coupled with an appreciation of good governmental structure and understanding of municipal problems.

Some of the managers stressed such intangibles of personality and character as good disposition, sense of humor, adaptability, initiative, ability to get along with others, honesty, loyalty, and integrity. The village manager of Shorewood, for example, stated, "Not necessarily a 'bright' personality, but evidence of a personal character that wins respect and cooperation of fellow workers and public." The city manager of Modesto stated, "Should have lots of energy but be able to relax. A happy home life is important. A good sense of humor and judgment as to when to use it are helpful."

In addition to these subjective qualifications, department heads in some cities are required to meet legal requirements with respect to residence, citizenship, and licensing. Management Information Service has loan copies of job specifications for department heads which will be furnished to subscribers on request.

Setting the Salary. Job specifications are important aids in setting the salaries of department heads. No city should be without a pay plan in which all salaries are based on up-to-date job specifications, yet department head positions are filled infrequently enough that a vacancy provides fresh opportunity to review both the specific salary provided for it and others related to it. A salary which is unrealistic when recruiting begins will not be of much help in attracting the right people. In setting the salary, a city manager should consider these factors: complexity and responsibility of the position, salaries of other employees with similar responsibilities, salaries paid by other cities in the area for comparable positions, the general level of pay in the community, and ability of the city to pay at the level that will interest qualified applicants.

Considerable information is available from national professional organizations and from the Municipal Year Book on trends in salaries of principal department heads. Each year, for example, the Year Book shows the average and median salaries received by 19 department heads in six population groups of cities over 10,000. Several national organizations of municipal officials, including finance officers, personnel officers, and police chiefs depend almost exclusively on the Year Book figures for salary information.

Four of the national professional organizations--health officers, recreation directors, librarians, and fire chiefs--not only publish salary data, but also recommend minimum or desirable salaries and personnel standards. The American Public Health Association cooperates with the United States Public Health Service in making periodic studies of salaries of health officers and other health personnel in cities over 50,000.

The National Recreation Association has for many years suggested minimum salary levels and qualification standards for recreation personnel. The American Library Association compiles annual salary data for chief librarians and other professional staff people, recommends personnel standards, and suggests minimum salaries for chief librarians in various population groups. The International Association of Fire Chiefs, through its salary committee, has recommended minimum salaries ranging from \$5,000 a year for cities under 10,000 up to \$11,000 for cities over 500,000.

Another group of organizations provides members with salary information on request but does not publish salary or personnel data. The National Association of Assessing Officers, the American Public Works Association, and the Institute of Traffic Engineers are in this group. The supplement to this report lists national organizations of public officials that will furnish varying degrees of personnel and salary data, from informal suggestions to detailed statistical tabulations.

Recruiting Candidates. A city manager who has some advance notice of an opening in a department head position may be able to train a replacement from within his organization. Municipal employees, particularly those in small cities, do not always have the breadth of intensity of training needed to qualify for direct promotion as department heads, but no manager should sell short the people who have been serving in subordinate positions.

If a good replacement is available locally, significant amounts of time, money, and effort will be saved by promoting him. Other promotional openings will be created by such a move and it is likely to have a beneficial effect on morale throughout the organization. If there is a question of qualification, local people should certainly be encouraged to compete on an open basis with interested candidates from other cities.

In order to be fully appraised of the qualifications of present employees, a city manager should keep personnel records on each one, including training and experience before entering the city service, training schools or special courses taken as in-service training, jobs held and salary advances within the city service, and pertinent remarks or evaluations made by supervisors or department heads. Such a file provides factual information on which to judge the advisability of making appointments from within the organization and against which to compare the qualifications of nonemployee applicants.

It is a good idea for managers to be alert to the possibilities in people they meet or hear about at state or national meetings. A card file of names and addresses of well qualified individuals will give a good pool of potential candidates when a sudden or expected vacancy occurs.

Cities should circularize job announcements widely to bring the job to the attention of likely candidates. These statements can be sent to national professional organizations, colleges and universities, nearby cities, and local employment agencies, virtually all of whom are anxious to assist in filling challenging positions. Individuals who are likely to know of someone who may be interested should not be overlooked. A good possible source of prospective candidates is the Personnel Exchange of Public Administration Clearing House (1313 East 60 Street, Chicago 37) which has on file the experience and training records of over 4,000 people in the public administration field. This service is especially valuable in locating planning, personnel, and finance directors, general administrative assistants, and government research analysts.

All of the cities surveyed for this report used the semi-monthly "City Managers' News Letter" of the International City Managers' Association to announce vacancies, and several used notices or advertisements in professional journals, state league magazines and newspapers in neighboring cities. Announcements--both the ads in publications such as these and the special bulletins prepared to send to organizations and prospects--should catch the eye and evoke immediate interest. Color and vigorous type faces can be used to advantage.

Besides describing the job, the qualifications, and the financial incentives, appealing announcements also should include information about living accommodations, cultural facilities, and aspects of the job that will permit imagination and initiative. In other words, job announcements should be as complete and inspiring as possible, so that ambitious and capable people will be stimulated to apply. A complete announcement eliminates the need for writing each candidate a detailed letter. When a fair number of candidates apply this will be a considerable saving. MIS has several representative announcements on file to lend to subscribing cities and the supplement to this report lists the professional agencies that may publicize department head vacancies or suggest good prospects.

Some city managers may have to contend with residence requirements. If this is the case they should start as far ahead of time as possible to educate the council and the public to the positive advantages in employment of non-residents. Residence requirements are holdovers from old restrictive labor policies or from the spoils theory of rewarding the local party faithful. Neither concept is now widely accepted. (In the cities surveyed for this report, 11 managers reported that they had appointed one or more department heads from outside the city.)

As some of the organizations which earlier demanded residence regulations approach profession status they are coming to see that greater opportunities for advancement will occur when their members are given freedom to work wherever they live and to advance from city to city. Removal of residence restrictions does not deny promotion to local people, it simply puts them on their mettle to compete with outsiders. When the merit system functions effectively it helps insure appointment of the best qualified candidate who will accept the job.

Selecting the Best Qualified Applicant. The actual work of selecting the best qualified applicant will begin as soon as the applications start to accumulate. This process involves at least three separate steps: (1) screening the applications, (2) evaluating qualifications, and (3) investigating personality and character.

1. Screening Applications. The application form is the essential tool in the screening process. A uniform blank helps in obtaining comparable information on specific items for all candidates, simplifies the task of comparing training and experience and, when closely evaluated, suggests points for further investigation. Cities should furnish standard forms to all candidates, with space for name, address, age, educational background, physical condition and handicaps, special training, publications in the field, professional memberships and offices, and a chronological review of employment. Names of supervisors, salary, and brief description of duties, including number of people supervised can be listed in the employment section. The application form may also ask for four or five personal references other than relatives and whether inquiry can be made of the present employer.

The city manager may delegate the initial screening process to an administrative assistant or the personnel agency, when job requirements are clearly defined. At this point in the selection process, training and experience are evaluated quantitatively according to standards set up in advance. A columnar listing of the amount of experience and education of all candidates will show almost at a glance those who should be dropped because they do not meet minimum requirements. Care should be taken in weeding out applicants. If physical fitness is an important consideration, reasonable investigation should be made on this point. Only those who are obviously unqualified by reason of age, physical impairment, or lack of education or experience should be dropped from further consideration. In case of doubt, applicants should be allowed to continue in the selection process.

2. Evaluating Qualifications. After the first elimination, experience and training of the remaining candidates should be carefully graded and the candidates ranked accordingly. Definite values should be assigned to specific degrees of education and experience, not to formalize but to simplify the appraisal of candidates. This is not easy, for it requires numerous decisions equating various kinds and amounts of education and experience. Some candidates may present backgrounds that were not foreseen when the grading scale was set up, but care should be taken to judge as accurately as possible the relative value of each type of experience and training.

If a city manager does not have a personnel officer or agency to assist him in recruiting department heads, he might consider appointing a small committee to do so. An administrative official from his own organization, the city manager or a department head from another city and one or two people in the community who are conversant with the job would be good selections.

Such a committee might do no more than screen the formal applications of interested candidates, or they might follow clear through the examining process, assisting in interviewing the candidates called for interview. Their function would be to relieve the manager of some of the detail connected with selection and to give him the benefit of their collective judgment regarding the qualifications of particular candidates. If such a committee is appointed, it should be clearly understood that its functions are advisory and its work completed when final recommendations have been made. The manager must always accept full responsibility for the final appointment.

Statements from former and present employers usually prove valuable in evaluating a candidate's knowledge of the field and his past performance. Such references may be used to verify statements made on his application and to furnish

additional evidence of his ability to handle the position for which he is applying. When candidates have been ranked, their references should be checked. This step can be combined with investigation of character and personality discussed more fully below.

In small cities, technical competence in the work to be performed may be more important than general administrative ability, since the department head will spend more time doing the work of the department than in supervising or directing the work of others. In such cases (e.g., water works engineers, sewage treatment plant superintendents, traffic engineers, building inspectors, and airport managers) or when a large number of candidates apply for a position, all applicants with the primary qualifications may be given a written test covering the subject matter of the field. The Test Exchange Service of Civil Service Assembly (1313 East 60 Street Chicago 37) is a good source of testing material and advice. Other tests may be purchased from private testing agencies or administered by them.

When a written achievement test is used, it should be given a definite value in relation to other parts of the selection process (i.e., training and experience and interview) and the ranking of candidates should be revised in the light of the additional information supplied by the test. Personnel officers or civil service commissions in most cities are willing to administer tests for non-residents by special arrangement. This reduces the cost of travel for non-resident applicants some of whom may be eliminated from further competition by the written test.

Some states license certain types of professional or technical vocations, such as engineering and medicine. Possession of a current license may be accepted as evidence of competence in such fields in lieu of a written test, and college graduation or completion of a series of college-level courses may be used to indicate technical qualifications in other areas, such as finance or recreation. There is no good substitute for the ranking characteristics of an achievement test, however.

3. Investigating Personality and Character. Applicants well qualified in knowledge and even experience may possess character or personality traits out of keeping with the job to be filled. Others may have such outstanding characteristics as to make them especially desirable colleagues. Once candidates have qualified in the written subject matter test (if one is used) and the objective evaluation of experience and training, the next step is to get a firsthand acquaintance with the most promising candidates. This is done through interviews. Statements from references and previous employers or confidential investigations of personal habits, home life, credit rating and general reputation may also be used.

Several candidates should be called for interview, the number depending on how closely grouped and promising the earlier appraisals appear. The city should pay traveling expenses of all of those who are invited, and interviews should be conducted on home ground to give candidates a chance to size up their prospective new community and associates as well as to be sized up by those they will be working with. While interviewing expenses may seem high at the moment (and they can be curtailed by inviting few candidates or by restricting the distance from which they will be invited), enough people should be called to make the selection process truly representative and to give the manager assurance that he has in fact selected the best qualified person. This is not the time to be niggardly, for expenses will be more than justified if the process does not have to be repeated because of a poor selection.

Interviews may be more or less formal depending on the inclinations of a manager and the rules he must follow. The selection committee mentioned earlier or a special panel may interview and rate each candidate, with the manager taking

part only as an observer; or the manager may conduct the interviews himself with or without the formal or informal assistance of others. In any event the manager must know what he intends to determine in the interviewing process and must get these ideas across to other interviewers. He should familiarize himself with the background of each candidate, including the rank achieved on earlier appraisals or tests. From this knowledge he should formulate specific questions that will expand the material in the application or clarify points that are obscure. The interview is the key step in selection and every effort should be made to have it produce significant information and results.

The importance of the interview was stressed by the manager of Modesto who reported, "I have made it almost an inviolable rule not to hire a person for an important position without interviewing him at least twice--first impressions are subject to change and second impressions are sometimes more valid. I try to interview an applicant in his home if this is possible."

Some managers may want to use a standardized form of interview blank which lists several factors to be rated on a graduated scale (e. g. neatness, voice, language, personality, initiative) and includes space for an overall impression of the candidate's fitness for the position. The advantages of such a form are that all candidates receive somewhat similar treatment and that the interview can be scored and given a numerical grade which relates it to other parts of the selection process.

Effective interviewing requires preparation and keen perception. Even the most consistent personnel specialists sometimes misjudge applicants, and the city manager would be well advised to have capable assistance in the interviewing process, to criticize or corroborate his evaluation of each candidate. Two good references on interviewing are "How to Interview" by Walter V. Bingham and Bruce V. Moore (New York, Harper and Bros., 1941) and "Personnel Interviewing" by James D. Weinland and Margaret U. Gross (New York, Ronald Press Co., 1952). A detailed interview form for executive positions has been developed by Robert N. McMurphy and Co. and is sold by the Dartnell Corporation, Chicago 40, Illinois.

Some interest has developed recently in the use of psychological or projective personality tests to supplement interviews. These uncover aberrations or potential aberrations in personality. They must be administered and interpreted by trained technicians and are fairly expensive. Candidates should not be ranked on the basis of these tests and the tendency to stereotype them according to the pattern revealed should be scrupulously avoided. Unless disqualifying personality flaws are detected, test results should be used as a guide for promoting good adjustments after an applicant is appointed, and test results should be kept confidential.

Information about psychological tests will be found in various editions of "Mental Measurements Yearbook" by Oscar Krisen Buros (New Brunswick, N. J., Rutgers Press). Assistance in giving and interpreting them can be obtained from some universities and from psychologists in large cities. To save expense in giving these tests, they should be limited to the final selection of the few candidates who qualify in all other respects and then only when there is some doubt of emotional stability.

When it has been definitely established that certain candidates will be called for interview it is time to consider further investigation of their character. Some managers will find it sufficient to use the reports already gathered from references. Others may wish to explore these reports further or to conduct confidential investigations that will bring in information on credit rating, financial

responsibility, and reputation among neighbors and colleagues. One manager stated that he preferred to talk personally to references either by personal visit or long distance phone calls. In his experience, references gave more direct and positive information in personal conversation than they would put into letters. If this is done, it will be helpful to write out several specific questions as a guide to the conversation. Information gathered confidentially should be held in confidence and destroyed when the selection process has been completed so that no future misunderstanding may arise.

Selection Methods Used by Cities Surveyed. All 15 cities surveyed for this report used an evaluation of experience and training and an oral interview as an aid in selection of city department heads. In addition, 12 managers checked references, six checked credit rating or conducted a confidential investigation of the candidate, and five gave written tests on subject matter. Only two cities used intelligence or personality tests. The amount of weight managers gave to an evaluation of experience and training ranged from 20 per cent to 80 per cent, and the weight given to references was 10 or 20 per cent. Weight given results of the oral interview ranged from 10 per cent in one city to 70 per cent in another city, and weight for other types of selection methods also varied considerably.

Twelve of the managers surveyed used personnel agencies, administrative assistants or special committees to screen and examine candidates for various positions. In Tucson, the civil service commission screened applicants for sewage disposal superintendent and chief inspector, an advisory board of local citizens appointed by the manager interviewed applicants for public works director, the city council participated in interviews for director of public works and purchasing agent, and the city manager selected a budget officer without outside advice.

In Modesto the manager's assistant helped screen applicants for city engineer, building inspector, and personnel director by evaluating experience and training, getting references from former employers, and conducting preliminary interviews. In Winnetka four citizens with personnel training served as an advisory group to help the manager interview candidates for health officer, police chief, finance director, and superintendent of the water and electric department. Three cities used the civil service commission to recruit candidates, conduct examinations, or evaluate experience and training--Shorewood, Grosse Pointe Park, and Pensacola.

The methods used by Palm Springs, and Phoenix, to select chiefs of police illustrate how the selection methods described in this report can be adapted to meet the varying needs of individual cities. Palm Springs (7,660) advertised the opening in police journals and received 60 applications from all parts of the United States and Canada. The city manager checked the experience and training of the applicants on the basis of statements submitted, obtained references from former employers, and selected six men to take a four and one-half hour written examination.

Two of the six men received grades in the low fifties; the other four applicants received grades ranging from 74 to 92. The city manager traveled to the cities of the four applicants and interviewed them, their supervisors and other persons in the city to get facts on each candidate's ability and background. The applicant who received the third highest grade on the examination was appointed after the second highest man turned down the position.

Phoenix (106,818) restricted applications to members of the local force. Twenty-seven members of the department took written tests, and eight were selected for interviews before a three-member oral examining board composed of the head of

the Texas state department of public safety, a professor of criminology at the University of California, and a vice-president in charge of personnel at a local bank. The testing was divided into four parts -- a written test on general police knowledge, a personality test, a psychological examination, and an oral interview before the three-member panel. The panel was unanimous in recommending one candidate, a lieutenant, and after discussion with the council, the manager made the appointment.

Relations With the Council. The city council, will very likely have more than a passing interest in department head appointments. Choosing a department head may take several months, during which the position will be vacant or filled provisionally. If the period should run longer than expected, the council may naturally become anxious and may require some reassurance. Most managers will need to give some thought to the extent to which they will consult with the council about an impending appointment, even though the charter gives them clear and exclusive responsibility for the appointing and removal process.

The rule, if there is one, is that the council should be kept as fully informed of the progress in selection as the manager feels is desirable from his relationship with them. He may take the initiative in reporting to them periodically or he may wait until they ask for a report. In either case the manager should make clear that he expects and accepts full responsibility for the decision he will have to make and that the council should not involve itself in the decision except to be assured that the appointment will be sound.

The same rule can be applied to the press and the public. Since the appointment of a department head will affect all of the people they should normally be interested in it. Yet interests of the candidates must be protected too. Divulgence of their names before they are called for interview may result in unfavorable reactions in their home cities. Therefore, in the early stages of the selection process it may be enough to give the press a statement of the number of applicants, their general qualifications, and some indication of the section of the country they are from. Names need not be released until the day the interviews are given, and final results should not be announced until an appointment has been confirmed -- so a candidate does not read of his appointment in the newspapers.

Making the Appointment. For his final selection a manager will have before him (1) a statement of the requirements and the duties of the position, (2) application blanks and supporting data from each of the final candidates, (3) statements of references and confidential investigators, (4) recommendations of the interviewers if interviewers were used, (5) the record of examinations, and (6) the overall rank of each candidate as well as his scores on separate parts of the selection process. Besides these objective data he will have his own impression of each of the candidates he has talked to. These constitute the record on which the final selection will be made.

If the selection process has been as thorough as that described in this report, the final decision should be reasonably clear-cut. The manager will have had as much assistance as he could command, and when he selects the candidate who to him is the best qualified he should be able to do so with a reasonable degree of confidence. He should write, wire, or telephone his first choice, requesting a reply by a given date. As soon as the acceptance is received, the manager should notify the council, and the local newspapers. Full information about the new appointee can be given to the press, including his picture if it is available (a photograph may have been made a part of the application), a biographical data and the date he will report.

The initial appointment may be for a limited period during which the new department head becomes familiar with the specific aspects of his job and with people in the organization, the manager and department head adjust to working together, and both decide if it will be mutually satisfactory to make the relationship permanent. It should be recognized, however, that every major appointment carries with it an assumption of permanence unless the contrary is clearly understood beforehand. Expense of the selection process alone is enough to justify this, but it is equally important for the stability of the organization, for the well-being of the incumbent who may have incurred considerable expense and disruption of his family affairs to make the change, and for the reputation of the manager.

Note: MIS will loan subscribers class specifications for typical department head positions and sample job announcements used by several cities.

Grateful acknowledgment is made to J. Fred Ogburn, Jr., director of personnel, Richmond, Va., for reviewing a tentative draft of this report and for suggesting improvements.

PROFESSIONAL ORGANIZATIONS FOR CITY DEPARTMENT HEADS

The following list of professional organizations covers major department head positions for most cities. Each entry shows the name and address of the organization and the name of its magazine or newsletter. All of the organizations will supply available salary data in their fields, and in some cases reports on salary trends. Most of the magazines and newsletters of these organizations will list job openings either free or at a nominal charge.

1. Assessors -- National Association of Assessing Officers,
1313 East 60 Street, Chicago 37.
Assessors' News Letter, NAAO, monthly.
2. Attorneys -- National Institute of Municipal Law Officers,
730 Jackson Place, N. W., Washington 6, D. C.
3. City Clerks -- National Institute of Municipal Clerks,
1313 East 60 Street, Chicago 37.
NIMC Newsletter, NIMC, monthly.
4. City Engineers (also: Public Works Directors, Street Superintendents,
Utility Superintendents) -- American Public Works Association,
1313 East 60 Street, Chicago 37.
Public Works Engineers' Newsletter, APWA, monthly.
Engineering News-Record, McGraw-Hill Publishing Co.,
330 West 42 Street, New York 36, weekly.
5. Electric Superintendents -- American Public Power Association,
1757 K Street, N. W., Washington 6, D. C.
Public Power, APPA, monthly.
6. Finance Directors (also: Assessors, Auditors, Collectors, Controllers,
and Treasurers) -- Municipal Finance Officers Association of
the United States and Canada.
1313 East 60 Street, Chicago 37.
Municipal Finance Newsletter, MFOA, semi-monthly.
7. Fire Chiefs -- International Association of Fire Chiefs, 11 East 38
Street, New York 16.
Fire Chiefs News Letter, IAFC, monthly.
8. Health Officers -- American Public Health Association,
1790 Broadway, New York 19.
American Journal of Public Health, APHA, monthly.
9. Hospital Superintendents -- American Hospital Association,
18 East Division Street, Chicago 10.
Hospitals, AHA, monthly.
10. Housing Managers -- National Association of Housing Officials,
1313 East 60 Street, Chicago 37.
The Journal of Housing, NAHO, monthly.

11. Librarians -- American Library Association,
50 East Huron Street, Chicago 11.
A.L.A. Bulletin, ALA, monthly.
12. Park Superintendents -- American Institute of Park Executives,
30 North LaSalle Street, Chicago 2.
Parks and Recreation, AIPE, monthly.
Park Maintenance, P. O. Box 409, Appleton, Wis., monthly.
13. Personnel Officers -- Civil Service Assembly of the United States
and Canada, 1313 East 60 Street, Chicago 37.
Personnel News, CSA, monthly.
14. Planning Directors -- American Society of Planning Officials,
1313 East 60 Street, Chicago 37.
ASPO Newsletter, ASPO, monthly.
15. Police Chiefs -- International Association of Chiefs of Police,
1424 K Street, N. W., Washington 5, D. C.
Police Chiefs, IACP, monthly.
16. Purchasing Officers -- National Institute of Governmental Purchasing, Inc.,
1001 Connecticut Avenue, N. W., Washington 6, D.C.
NIGP Letter Service, NIGP, irregular.
17. Recreation Directors -- National Recreation Association,
315 Fourth Avenue, New York 10.
Recreation, NRA, monthly.
Parks and Recreation, American Institute of Park Executives,
30 North LaSalle Street, Chicago 2, monthly.
18. School Administrators -- American Association of School Administrators
1201 Sixteenth Street, N. W., Washington 6, D. C.
NEA Journal, National Education Association, 1201 Sixteenth St., N. W.
Washington 6, D. C.
19. Traffic Engineers -- Institute of Traffic Engineers,
212 Strathcona Hall, New Haven 11, Conn.
Traffic Engineering, IIE, monthly.
20. Water Superintendents -- American Water Works Association,
521 Fifth Avenue, New York 18.
AWWA Journal, AWWA, monthly.
21. Welfare Directors -- American Public Welfare Association,
1313 East 60 Street, Chicago 37.
APWA Letter to Members, APWA, monthly.